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**JOB SATISFACTION AMONG EMPLOYEES AT A STATUTORY BODY:**

**LEMBAGA TABUNG ANGKATAN TENTERA (LTAT)**

**By**



**Thesis Submitted to  
Othman Yeop Abdullah Graduate School of Business,  
Universiti Utara Malaysia,  
in Partial Fulfilment of the Requirement for the Master of Sciences (Management)**



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Perniagaan**

SCHOOL OF BUSINESS MANAGEMENT

**Universiti Utara Malaysia**

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LEMBAGA TABUNG ANGKATAN TENTERA (LTAT)**

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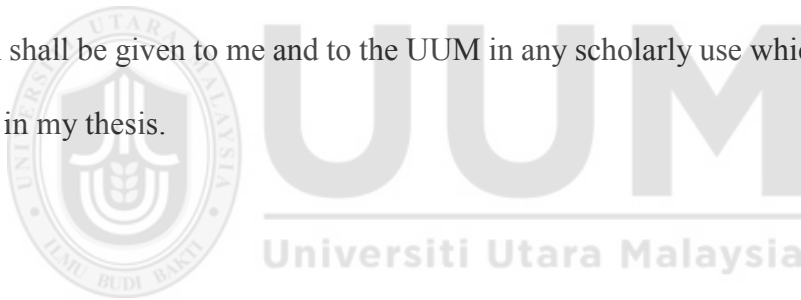
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## **ABSTRACT**

The purpose of the study is to determine factors such as, workload, salary and co-worker that can influence the job satisfaction among the staff of Armed Forces Fund Board (LTAT), Kuala Lumpur. Quantitative method was used, where a set of questionnaires were distributed by email and the response was 63.9% where 167 employees of LTAT answered the questionnaires. Data obtained was analysed using the SPSS software. It was tested using the reliability test for the questionnaires and descriptive analysis in order to get frequency, percentages and means. More importantly, based on the findings of the independent variable, salaries and co-workers have a positive relationship on job satisfaction but for variable workload does not positively relationship on job satisfaction. Hopefully the results of this study will help management identify factors to increase job satisfaction and work motivation among LTAT staff so that harmonious working environment can improve organizational productivity

## ABSTRAK

Tujuan kajian ini adalah untuk mengukur tahap kepuasan pekerjaan serta mengenal pasti faktor-faktor yang dapat mempengaruhi kepuasan kerja di kalangan kakitangan Lembaga Tabung Angkatan Tentera (LTAT ), Kuala Lumpur seperti beban kerja, gaji dan rakan sekerja. Kaedah yang digunakan adalah kuantitatif, di mana set soal kaji selidik ini diedarkan melalui e-mel kepada semua kakitangan LTAT dan maklumbalas adalah 63.9% di mana sebanyak 167 pekerja LTAT menjawab soal selidik. Data yang diperoleh dianalisis menggunakan perisian SPSS. Ia telah diuji menggunakan ujian kebolehpercayaan untuk soal selidik dan analisis deskriptif untuk mendapatkan kekerapan, peratusan dan min. Lebih penting lagi, berdasarkan penemuan pembolehubah bebas, gaji dan rakan sekerja mempunyai kesan positif terhadap kepuasan kerja tetapi untuk beban kerja tidak memberi kesan positif terhadap kepuasan kerja. Adalah diharapkan hasil kajian ini dapat membantu pihak pengurusan mengetahui faktor-faktor bagi meningkatkan kepuasan kerja dan motivasi kerja di kalangan kakitangan LTAT supaya dengan adanya suasana kerja yang harmonis dapat meningkatkan produktiviti organisasi.

## **ACKNOWLEDGEMENTS**

I would like to convey my gratitude to Allah SWT. For giving me the drive and motivation to complete this study. Without the help and support I received from the following people I never have completed this study:

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# TABLE OF CONTENT

<b>ABSTRACT</b>	<b>II</b>
<b>ABSTRAK</b>	<b>III</b>
<b>ACKNOWLEDGEMENTS</b>	<b>IV</b>
<b>TABLE OF CONTENT</b>	<b>V</b>
<b>LIST OF FIGURES</b>	<b>VIII</b>
<b>LIST OF TABLES</b>	<b>IX</b>
<b>CHAPTER 1 INTRODUCTION</b>	<b>1</b>
1.1    Introduction	1
1.2    Background of Study	1
1.3    Background of Armed Forces Fund Board	5
1.4    Problem Statement	8
1.5    Research Objectives	11
1.6    Research Questions	11
1.7    Significance of Study	11
1.8    Definition of Key Terms	12
1.9    Summary	13
1.10   Organization of the Chapters	13
<b>CHAPTER 2 LITERATURE RIVIEW</b>	<b>15</b>
2.1    Introduction	15
2.2    Definition of Job Satisfaction	15
2.3    Importance of Job Satisfaction	17
2.4    Features of Job Satisfaction	21
2.5    Factors of Job Satisfaction	24
2.6    Factors of Works in the Organizations	27
2.7    Workload	28
2.8    Salary	30
2.9    Co-worker	33
2.10   Conclusion	37
<b>CHAPTER 3</b>	<b>38</b>
<b>RESEARCH METHODOLOGY</b>	<b>38</b>



3.1	Introduction	38
3.2	Research Design	38
3.3	Population and sampling	39
3.4	Research Framework	39
3.5	Hypothesis	40
3.6	Questionnaire Design	41
3.7	Instruments of variables	42
3.8	Questionnaire design	44
3.9	Data Collection Methods	45
3.10	Pilot Test	46
3.11	Techniques of Data Analysis	48
3.12	Measurements of Variables	48
3.13	Summary	49
<b>CHAPTER 4</b>		<b>50</b>
<b>FINDINGS AND ANALYSIS</b>		<b>50</b>
4.1	Introduction	50
4.2	Rate of Responses	50
4.3	Demographic Characteristics	51
4.4	Descriptive Analysis	52
4.5	Descriptive analysis of the dependent and independent variable	53
4.6	Reliability Test	57
4.7	Pearson Correlation	58
4.8	Multiple Linear Regressions	59
4.9	Hypothesis Testing	61
4.10	Conclusion	61
<b>CHAPTER 5</b>		<b>62</b>
<b>CONCLUSIONS AND RECOMMENDATIONS</b>		<b>62</b>
5.1	Introduction	62
5.2	Discussion of the result	62
5.3	Discussion of the Findings	63
5.4	Limitation Study	64
5.5	Recommendations	65
5.6	Recommendations for Future Research	67
5.7	Conclusion	68

**REFERENCES**

**69**

**APPENDIX**

**74**



## LIST OF FIGURES

<b>Figure</b>	<b>Title</b>	<b>Page</b>
Figure 1.1	Overall Employee Job Satisfaction over the Years (2002 - 2012).	3
Figure 1.2	Weighted average Happiness Index Across the Region	4
Figure 1.3	LTAT Organization Chart	8
Figure 1.4	Overall Employee Job Satisfaction over the Years (2012 - 2016).	9
Figure 1.5	Happiness Index in Malaysian 2017 vs 2016	10
Figure 1.6	Malaysia Happiness Drives By Category	10
Figure 2.1	Individual differences determine job satisfaction	15
Figure 2.2	Christen, Lyer And Soberman Model Of Job Satisfaction (Christen Et, 2006)	23
Figure 2.3	Lawler's And Porter's Model Of Job Satisfaction (Lawler And Porter, 1967)	23
Figure 2.4	Locke And Latham Model of Job Satisfaction (Locke And Latham, 1990)	24
Figure 2.5	Determinants of Satisfaction And Dissatisfaction (Rue And Byaes, 2003)	25
Figure 3.1	Research Framework Job Satisfaction Among Employee At A Statutory Body: Armed Forces Fund Board (LTAT).	40

Universiti Utara Malaysia

## LIST OF TABLES

<b>Table</b>	<b>Title</b>	<b>Page</b>
Table 2.1	<i>Job Satisfaction Factors (Herzberg, 1976)</i>	26
Table 3.1	<i>The Variables, Operational definition, and Items. (Workload)</i>	42
Table 3.2	<i>The Variables, Operational definition, and Items. (Salary)</i>	43
Table 3.3	<i>The Variables, Operational definition, and Items. (Co-worker)</i>	44
Table 3.4	<i>Consistency Reliability for Dependent Variables</i>	47
Table 3.5	<i>Consistency Reliability for Independent Variables</i>	48
Table 4.1	<i>Summary of response rate</i>	50
Table 4.2	<i>Demographic Characteristic</i>	52
Table 4.3	<i>Summary of response rate (Descriptive Analysis)</i>	52
Table 4.4	<i>Descriptive statistic means and standard deviation</i>	53
Table 4.5	<i>Descriptive analysis of the dependent variable-job satisfaction</i>	54
Table 4.6	<i>Descriptive analysis of workload</i>	54
Table 4.7	<i>Descriptive analysis of salary</i>	55
Table 4.8	<i>Descriptive analysis of Co-worker</i>	56
Table 4.9	<i>Reliability Test of Study Variable</i>	57
Table 4.10	<i>Rule for Pearson correlation analysis</i>	58
Table 4.11	<i>Multiple Regression</i>	58
Table 4.12	<i>Summary of model</i>	59
Table 4.13	<i>ANOVA Analysis</i>	60
Table 4.14	<i>Coefficient Table</i>	60
Table 4.15	<i>Hypothesis Testing</i>	61

# CHAPTER 1

## INTRODUCTION

### 1.1 Introduction

This chapter provides an overview of the study with regards to job satisfaction. Apart from that, researcher also explains on the significant of this study which has prompted researcher to conduct survey on LTAT's employees.

### 1.2 Background of Study

The aims of this research to looks at the impact of factors that provide LTAT employees job satisfaction, whether the salaries, relationship among staff which are co-worker and workload can motivate themselves in terms of improving their quality of work and positively impacting the organization.

The term job satisfaction is very synonymous with an organization, where employees are the most important source in mobilizing productivity and production in an organization to achieve a set of quality standards. Therefore, human resource factors will include job satisfaction and can be seen in one of the most important factors in the administration and harmony of an organization. Past studies have shown that the organizational environment will be affected by workers. According to Saari & Judge (2004), the use of the concept of "*Happy Worker Raising Productivity*" in an organization is one of the best examples of looking at job satisfaction and is very important for influencing an organization. Job satisfaction is an

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# APPENDIX

Universiti Utara Malaysia

Master of Science (Management)  
Session 2017/2018

Questionnaire

Title:

**JOB SATISFACTION AMONG EMPLOYEES AT A STATUTORY BODY: ARMED  
FORCES FUND BOARD (LTAT)**

Dear Sir / Madam,

I am a student of Master of Science (Management) program at Universiti Utara Malaysia (UUM) Kuala Lumpur campus. Presently I am undertaking a survey as a prerequisite for satisfying the requirements of the postgraduate program.

The study aims to examine job satisfaction among employees of the Statutory Body: Armed Forces Fund Board (LTAT). The information collected is very important and useful as an academic research material as well as assisting the management to identify factors that influence job satisfaction so that improvements can be made in the interest of employees and organizations.

To make this survey successful, your cooperation is required to answer the questions enclosed. There is no correct or wrong answer to every question as it is entirely rely your sincere response.

All information provided in this questionnaire will be treated confidential and it is for academic purposes only. No information pertaining to individuals will be divulged to any third person or organization.

Thank you very much for your cooperation in responding to the questionnaire. Your participation in this study is greatly appreciated.

Yours sincerely,

(NURMAISARA MARUDIN)

Universiti Utara Malaysia

Sarjana Sains (Pengurusan)  
Sesi 2017/2018

Borang soalselidik

Tajuk kajian:

**KEPUASAN BEKERJA DIKALANGAN KAKITANGAN DI BADAN BERKANUN:  
LEMBAGA TABUNG ANGKATAN TENTERA (LTAT)**

Tuan/puan yang dihormati,

Sukacita dimaklumkan bahawa saya adalah pelajar program Sarjana Sains (Pengurusan) yang dianjurkan oleh Universiti Utara Malaysia (UUM). Kajian ini merupakan salah satu pra-syarat bagi memenuhi keperluan program sarjana tersebut.

Kajian ini bertujuan untuk mengkaji kepuasan bekerja di kalangan kakitangan di Badan Berkanun iaitu Lembaga Tabung Angkatan Tentera (LTAT). Maklumat yang dikumpulkan adalah sangat penting dan berguna sebagai bahan penyelidikan akademik di samping membantu pihak pengurusan mengenalpasti faktor-faktor yang mempengaruhi kepuasan kerja supaya penambahbaikan dapat dibuat demi kepentingan kakitangan dan organisasi.

Bagi menjayakan kajiselidik ini, kerjasama tuan/puan adalah diperlukan untuk menjawab soalan-soalan sebagaimana yang dilampirkan. Setiap soalan yang dijawab tidak mempunyai jawapan yang betul dan salah. Oleh yang demikian saya mengharapkan jawapan yang ikhlas dari tuan/puan.

Segala maklumat yang tuan/puan kemukakan **akan dirahsiakan** dan hanya akan digunakan tujuan akademik semata-mata. Sila kembalikan semula borang soalselidik yang telah tuan/puan lengkapkan.

Kerjasama dan kesudian tuan/puan meluangkan masa untuk memberi maklumbalas terhadap borang soalselidik ini amatlah dihargai dan didahului dengan ucapan ribuan terima kasih.

Yang benar,

(NURMAISARA MARUDIN)

## Bahagian A: Maklumat Demografi

### Section A: Demographic Information

**Sila tanda (✓) pada ruangan yang sesuai atau isi pada tempat kosong, yang mana bersesuaian.**

***Please check (✓) in the appropriate box or fill in the blank, where appropriate.***

*Source : The Influence Of Workload, Salary And Coworker Toward Job Satisfaction Among Employees, Mohamad Faridthul Azhar Mohd Noor 2018*

1. Jantina anda (*Your gender*):

☐ Lelaki (*Male*)

☐ Perempuan (*Female*)

2. Taraf perkahwinan anda (*Your marital status*):

☐ Bujang (*Single*)

☐ Berkahwin (*Married*)

☐ Janda/duda/bercerai (*Divorced/widowed*)

3. Tahap pendidikan tertinggi anda (*Your highest educational level*):

☐ SPM/SPMV/STPM

☐ Diploma

☐ Ijazah (*Degree*)

☐ Sarjana (*Master*)

☐ Lain-lain, sila nyatakan (*Others, please*

*specify*): \_\_\_\_\_

4. Bangsa (*Race*):

☐ Melayu (*Malay*)

☐ Cina (*Chinese*)

☐ India (*Indian*)

☐ Lain-lain, sila nyatakan (*Others, please specify*):

\_\_\_\_\_

5. Umur anda (*Your age*): \_\_\_\_\_ tahun (*years*)

☐ kurang 25 tahun (*younger than 25 years old*)

☐ 25 hingga 40 tahun (*between 25 to 40 years old*)

☐ 41 tahun dan ke atas (*41 years and above*)

6. Sudah berapa lama anda berkhidmat dengan syarikat yang ada bekerja sekarang?

(*How long have you been working with current company*) \_\_\_\_\_ tahun (*years*)

☐ kurang 5 tahun (*less 5 years*)

☐ 5 hingga 10 tahun (*5 until 10 years*)

☐ 11 tahun ke atas (*11 years and above*)

## SOAL SELIDIK KEPUASAN BEKERJA (SURVEY OF JOB SATISFACTION)

### Bahagian B: Faktor-faktor Kerja Di Organisasi

#### *Section B: Factors of works in the Organization*

Berikut adalah soalan-soalan mengenai keadaan kerja di jabatan tuan/puan. Sejauh mana anda bersetuju atau tidak bersetuju dengan setiap kenyataan di bawah. **Bulatkan** jawapan anda berpandukan skala di atas.

(Here are the questions about the work situation in your department. To what extent you agree or disagree with each of the statement below. **Circle** your answer using the scale below).

Sangat tidak setuju (Strongly disagree)	Tidak setuju (Disagree)	Berkecuali (Neither agree nor disagree)	Setuju (Agree)	Sangat setuju (Strongly agree)
1	2	3	4	5

#### iii. I. TUGASAN KERJA (WORKLOAD)

1	Saya diberikan masa secukupnya dalam kerja saya. ( <i>I am given enough time to do what is expected of me at my job</i> )	1	2	3	4	5
2	Saya mempunyai lebih kerja dari saya mampu menanggung. ( <i>It seems that I have more work at my job that I can handle</i> )	1	2	3	4	5
3	Kerja ini memerlukan saya berkerja keras. ( <i>My job requires me work very hard</i> )	1	2	3	4	5
4	Saya tidak mempunyai cukup masa semasa waktu berkerja untuk melakukan semua yang diharapkan pada saya. ( <i>There isn't enough time during my regular workdays to do everything that is expected of me</i> )	1	2	3	4	5
5	Saya tergesa-gesa melakukan kerja saya. ( <i>I am rushed in doing my job</i> )	1	2	3	4	5
6	Terdapat peningkatan dalam beban kerja saya. ( <i>There has been an increase in my workload in the past year</i> )	1	2	3	4	5
7	Beban kerja yang meningkat telah memberi kesan negative terhadap tanggungjawab keluarga, agama dan/ atau budaya saya. ( <i>The increased workload has negatively affected my family, religious and/or cultural responsibilities</i> )	1	2	3	4	5



iv. II. GAJI (SALARY)

1	Saya berpuas hati dengan gaji saya. ( <i>I'm satisfied with the salary I get</i> )	1	2	3	4	5
2	Gaji yang saya terima adalah sesuai untuk kerja-kerja yang saya lakukan. ( <i>The salary I received was appropriate for the work I did</i> )	1	2	3	4	5
3	Gaji yang saya terima menggalakan saya berkerja lebih keras. ( <i>The salary I received encouraged me to work harder</i> )	1	2	3	4	5
4	Upah dan gaji yang dibayar kepada pekerja adalah kompetitif di pasaran. ( <i>Wages and salary paid to the employees is competitive in the market</i> )	1	2	3	4	5
5	Gaji untuk prestasi terbaik wujud di organisasi ini. ( <i>Rewards for exceptional performance exist in the organization</i> )	1	2	3	4	5
6	Ganjaran yang ditawarkan kepada pekerja adalah setanding dengan tawaran pasaran. ( <i>The rewards offered to the employees are comparable with the market offers</i> )	1	2	3	4	5

v. III. SOKONGAN (CO-WORKER).

1	Rakan sekerja saya peramah. ( <i>The people I work with are very friendly</i> )	1	2	3	4	5
2	Rakan sekerja saya menyenangkan ( <i>My fellow workers are pleasan</i> )	1	2	3	4	5
3	Rakan sekerja saya sentiasa membantu antara satu sama lain. ( <i>The people I Work will help each other when someone fall behind or gets in a tight spot</i> )	1	2	3	4	5

## Bahagian C: Kepuasan kerja

### Section C: Job Satisfaction

Berikut adalah soalan-soalan mengenai kepuasan kerja di jabatan tuan/puan. Se jauh mana anda bersetuju atau tidak bersetuju sama ada setiap kenyataan di bawah. **Bulatkan** jawapan anda berpandukan skala di atas.

(Here are the questions about job satisfaction in your department. To what extent you agree or disagree with each of the statement below . **Circle** your answer using the scale below).

Sangat tidak setuju (Strongly disagree)	Tidak setuju (Disagree)	Berkecuali (Neither agree nor disagree)	Setuju (Agree)	Sangat setuju (Strongly agree)
1	2	3	4	5

vi.

1	Pekerjaan ini memberi saya perasaan kejayaan. ( <i>My job gives me a sense of accomplishment</i> )	1	2	3	4	5
2	Pekerjaan ini menyeronokkan. ( <i>My job is exciting</i> )	1	2	3	4	5
3	Pekerjaan ini memberi kepuasan. ( <i>My job is satisfying</i> )	1	2	3	4	5
4	Saya melakukan sesuatu yang berguna dalam kerja saya. ( <i>I am really doing something worthwhile in my job</i> )	1	2	3	4	5
5	Organisasi sudah melakukan segalanya dalam memenuhi keperluan pekerja. ( <i>Considering everything, my organization already fulfilled the entire employee requirement</i> )	1	2	3	4	5

**KAJISELIDIK TAMAT (END OF QUESTIONNAIRE)**

**TERIMA KASIH (THANK YOU)**